

2026 People Trends: Insights on Engagement, Leadership and Team Effectiveness

1. If you know your strong Leadership style is more on connection, empathy, and leaning more on soft approach, but if your Boss ask you to be more strict to your people, is that a good switch?
 - a. *Effective leaders will adjust their behaviour/approach based on the needs of the situation, which includes the people involved. So at times, adopting a more directive style is useful – but as a leader you do not want to lean into the same approach all the time. The FIRO-B and Firo Business assessments are great ways to gain insight into your natural approach as a leader, and to learn effective strategies for pivoting when required.*
2. In the opening charts about top 25% of leaders etc, what is the y-axis numbers represent? In those first few graphs, I assume the vertical was a "score" of 1-10. Is that correct?
 - a. *The vertical axis on the charts indicates the average behavioural frequency score that Direct Reports reported seeing for each of the competencies along the horizontal axis. The data is on a 9-point scale. To learn more about the Psychometrics 360, and to view the behaviours associated with the competencies, you can visit:*
<https://www.psychometrics.com/assessments/psychometrics-360/>
3. Is the research based on Canadian norms?
 - a. *Data from the Psychometrics 360 and TKI are behavioural frequency data sets, which indicate how often an individual is seen engaging in specific leadership behaviours, or choosing a specific conflict mode. These are not normative scores. The individuals in the data set are primarily from Canada.*
4. How to balance correctly micromanagement - giving enough direction and support vs over managing them?
 - a. *A great first step is to ask your direct reports. Do they need more or less support? Do they desire more or less autonomy?*
 - b. *Completing the Psychometrics 360 is also a great way to determine how your leadership style impacts others.*
5. How could I encourage others to take on leadership? Our group is engaged, but others don't initiate projects, preferring to leave direction to me. I would rather improve my leadership competencies through their feedback and seeing them "bloom".
 - a. *It can start with speaking to the value and importance that all team members bring to finding new ideas and initiating new projects. Leaders then need to follow this up with support and behavioural expectations for the team. Then look to implement a reward/encouragement system when you see it. Any steps you can take to improve the psychological safety of the group will allow this to blossom. For some additional information in these area you can start with a blog post that I wrote last year:*
<https://www.psychometrics.com/mbtiblog/coaching/learning-from-failure/>
6. Question about the leadership gap between the top 25% and the bottom 25% Is this because we promote people to leadership, but don't offer core leadership training programs?

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- a. *That would contribute to some of the struggles. We do see variations in performance across all jobs that we look at, but nothing makes a job more difficult than not getting any training in how to do it? Since leadership requires a blend of complex and nuanced behaviours, leadership training is very useful – Especially for front line leaders! You can view my webinar from last year that digs into this very topic: <https://www.psychometrics.com/knowledge-centre/webinars/webinar-top-leadership-skills-2025/>*
- 7. **How can we foster engagement when there is so much cultural diversity? And does culture depend on religion and personal values?**
 - a. *Identify and speak to the ties that bind – the shared goals for the team/organization; by focusing on what people have in common and then speaking to the benefits of multiple perspectives when solving problems and completing tasks, people can begin to see themselves as active and important participants, which is the start of engagement.*